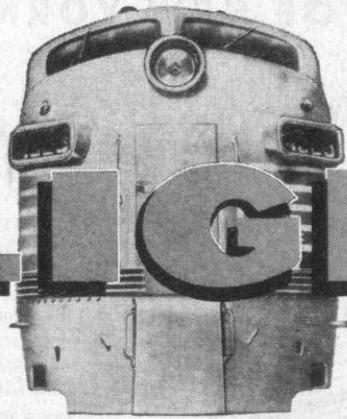




HEADLIGHT



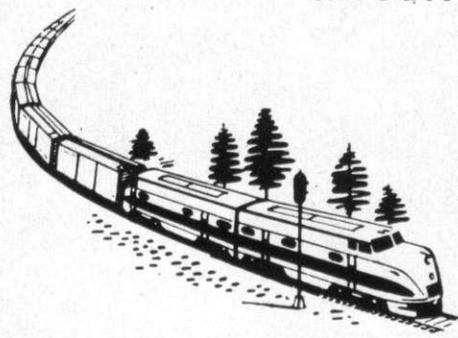
APRIL, 1955



Contest Winner Receives His Prize

Winner of the Central's Name-the-Trains Contest, Telegrapher Harold J. Porter, Jr. of Cleveland (left), receives \$500 first prize check from NYC President Alfred E. Perlman in New York. Mr. Porter's entry was "Early Bird." Although other contestants submitted the same name for the Central's new fast freight fleet, he lived up to it best and his entry reached contest headquarters ahead of the others. For more news and pictures of contest and winners, see page ten.

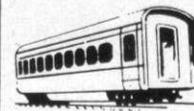
Sources OF NEW YORK CENTRAL'S INCOME FOR 1954 . . .



HAULING FREIGHT 69.8%

	1954	1953
	Millions of Dollars	
Coal, ore, and other products of mines	136.3	166.2
Manufactures and miscellaneous	284.8	343.4
Wheat, grain, flour and other products of agriculture	42.3	44.5
Lumber and other products of forests	14.7	15.9
Livestock and other products of animals	31.3	32.1
L.C.L. (less than carload lots)	25.8	31.9
Total Gross Freight Revenue	535.2	634.0
Less: Items of absorbed switching, pickup and delivery etc.	24.1	28.4
Total Net Freight Revenue	511.1	605.6

CARRYING PASSENGERS 14.6%



	1954	1953
	Millions of Dollars	
Coach (except commutation)	54.2	59.4
Pullman	41.1	46.6
Commutation	11.3	11.1
Total Passenger Revenue	106.6	117.1

ALL OTHER 15.6%

	1954	1953
	Millions of Dollars	
Total	114.5	122.6

Annual Report Tells of Central's Progress in 1954

New York Central's annual report—a report of progress—is now being distributed to the company's stockholders. It is a report of progress still in early stages, but which will be steadily intensified and continued in every phase of the Central's operations.

Included in the 34-page report are messages from Board Chairman Robert R. Young and President Alfred E. Perlman. Mr. Young finds that nearly a year after becoming Chairman of the Central his "optimistic view of its potential is undiminished." Of special interest to employees, he also reports that stockholders will be asked at their annual meeting in May to approve a plan under which all NYC employees with at least two years' service will be given an opportunity to purchase NYC stock through a payroll deduction plan and thus become owners as well as employees of the Central.

"Society," Mr. Young says, "has never found, nor will it ever find, a substitute for ownership in supplying an incentive to good husbandry."

Mr. Perlman points out in his message that when the Central's new management took charge in mid-1954, the railroad faced a grave emergency, with its financial position deteriorating rapidly. The company's deficit by the end of June, 1954, had reached \$6,700,000. Through speedy control of expenses and improved efficiency, the unfavorable trend was reversed, the inherited deficit was wiped out, and NYC finished the year with net income of \$9,187,509.

The full texts of Mr. Young's and Mr. Perlman's messages are reprinted in this issue of the HEADLIGHT, starting on page three.

Further improvement expected

Further improvement in NYC's earning power and financial strength is expected in the future, the report states, since the coming years will present many opportunities for important progress from a financial standpoint.

Detailed in the report is the substantial progress achieved by the Central in many fields. It is a story of progress in utilizing the latest methods and machines to improve New York Central's service to its customers and help its employees do their jobs better.

The latest developments in electronics are being called upon to improve communications throughout the NYC System and increase the efficiency of the railroad's operations. Intensified training programs for employees in all branches of the company's operations are helping them to increase their job know-how and improve their job performance.

Along with improved methods and communications, modernization of yards, fuller utilization of equipment and the most modern tools available for maintenance of way work are sparking the Central's drive toward better service, the report states.

Outstanding among innovations in 1954 was the start of a new fast freight service. Through a contest held among NYC employees, the name "Early Bird" was selected for the new freight fleet. (See page ten for detailed contest results.)

"Early Bird" service enables shippers to deliver their products at the opening of eastern food markets a whole day ahead of the Central's former freight schedules.

Passenger deficit attacked

In passenger service also, every effort is being made to step up NYC performance and an all-out attack is being waged against the industry-wide problem of continuing passenger service deficits.

NYC has joined other roads in seeking joint solutions to this problem. A major development in this direction came with an announcement early in 1955 by NYC and five other roads that experimental resources were being pooled for a joint study of new high-speed passenger train equipment. Since this announcement was made, New York Central has ordered a train of startlingly new design, to be delivered in 1956. (Details of this order may be found on page 13.)

In both freight and passenger service, the aim has been to obtain the greatest possible utilization of equipment. Through the adoption of new, up-to-date maintenance methods, diesels now go into shops for repairs every 30 days instead of every 15 days, as previously. As a result, the report points out, steam locomotives in service were reduced from 525 on June 30, 1954, to 301 at the end of the year, as NYC moved closer to complete dieselization. Improved maintenance methods were based, in part, on a reorganization and consolidation of car and locomotive repair facilities to make for greater efficiency.

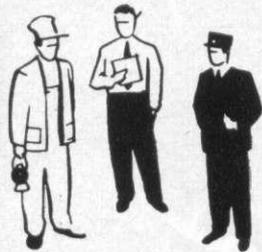
During 1954, a study was initiated of means to improve NYC's methods of selection of personnel and was near completion at the year's end. As a result of this study, the Central's future will be placed in the hands of men selected as best qualified to guide it.

A second phase of this same program is directed toward enlarging and intensifying training procedures. In the future, promotions in the Central will be based on thorough training of understudies for every position.

This new emphasis on training carries right to top man-

... AND ITS *Disposition*

EMPLOYMENT COSTS 57.0%



	1954	1953
	Millions of Dollars	
Wages and Salaries	391.0	440.9
Pensions	4.4	4.6
Payroll Taxes	22.2	24.4
Total	417.6	469.9

MATERIALS AND SERVICES 25.1%



1954	1953
Millions of Dollars	
184.1	216.0

DEPRECIATION		TAXES (Excluding Payroll)		INTEREST AND RENTALS		NET INCOME 1.3%	
5.5%	4.6%	6.5%					
1954	1954	1954	1954	1954	1954	1953	1953
40.3	33.6	47.4	9.2	1953	1953	49.1	34.0
1953	1953	1953	1953	1953	1953		
40.0	36.3	49.1	34.0				

agement levels. In order to improve and develop the managerial ability of the Central's management team, a program of frequent management meetings was started in the fall of 1954 and NYC officials began attending courses given by the American Management Association.

During the year, a training program for employes who come into direct daily contact with the public was expanded beyond its 1953 beginnings. With the theme, "Pleasing Our Customers," this program includes conference discussions supplemented by modern educational aids, all designed to improve NYC service through better human relations. Classes are conducted by specially trained NYC employes.

The report points out that there were no strikes on the New York Central during 1954 and relations with the 30 labor organizations representing NYC employes continued to be good.

The report expresses the view that expected continuing improvement in operating efficiency on the New York Central will result mainly because of the rising interest on the part of Central employes in all of the company's operations.

New labor agreements, which increased the rates of pay

and established or improved "fringe" benefits were made in 1954 and added approximately \$13,750,000 a year to the Central's labor costs.

An agreement providing for certain insurance benefits for substantially all non-operating employes became effective Feb. 1, 1955. The expense of this plan will be borne equally by employes and the company. The additional cost to the Central of the new plan will be approximately \$2,000,000 a year.

Under an amendment to the Railroad Retirement and Unemployment Insurance Acts, increasing taxable compensation from \$300 to \$350 a month, approximately \$2,000,000 was added to NYC labor costs.

In a summary of the section entitled "Personnel," the report states that "Our employes know they can do the job because they have been doing it and doing it well. Central's employes—always proud of being railroaders—are becoming prouder still of railroading on the New York Central."

Central employes desiring a copy of the complete 1954 annual report can obtain one by filling out the coupon on this page and sending it via railroad mail to the HEADLIGHT.

The Chairman's Message

AFTER nearly a year in the New York Central our optimistic view of its potential is undiminished, its economical water level route running through the industrial heart of the nation as it does, and serving an area densely populated by almost 80 million people. Details of its physical plant and operations leave much to be desired, but they are susceptible of analysis and correction, tedious and costly though the process may be.

Less easy is it to find the answer to certain intolerable terminal problems, particularly in the East, where the services with which we compete are publicly operated, pampered or subsidized. But studies are well under way and we must find a solution. The Nation's transportation necessities can no longer endure a situation so lopsided that a main line rail operation upon which so many employes, shippers and passengers depend is skimmed and sacrificed to the extravagant convenience of a few commuters who have a liberal choice of substitute service.

There was a time when railroads eagerly sought entrance into urban areas, rich sources of freight and passengers. Now the factories have moved to the country and the cities have encouraged the bus and the plane with publicly owned lanes and terminals and the private auto-

mobile with landscaped freeways. An artificially low ceiling has thus been put on our fares while the volume of business on which we depend to meet the taxes and other charges on our costly plant has been diverted to our subsidized competitors far less dependent on volume. Either our freight, commutation, passenger, express and mail services must be put on an equality of regulation, subsidy and taxation with the waterways, airways and highways, or our services must eventually be wholly performed by them, inadequate and much more costly though they are when their subsidies are included.

Continued on page four

The President's Comments

As you know, in 1954 the new management of the New York Central had responsibility for only the last six months. This is a brief span in the life of a railroad corporation, and a short time in which to measure accomplishment and progress on any property as large and complex as the Central and its subsidiaries. What follows is a brief account of the Central's situation as we found it on June 14 and of what we have already done and are now doing to improve your railroad and your investment in it.

When your new management took office

we faced an emergency situation in the fast deterioration of your Company's cash position. The railroad had started 1954 with cash and temporary investments of \$59,940,600. By the end of June this was down to \$32,970,500 and the situation was getting worse. With no current cost controls to work with, the prospects of further rapid deterioration demanded immediate and decisive action to control expenses. It was necessary to live out on the railroad to observe first hand its operations and institute new methods wherever inefficiency could be detected. That such actions suc-

Continued on page six

Use this coupon to get your copy of the 1954 Annual Report

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New York 17, N.Y.

Please send me a copy of the Central's Annual Report for 1954.

(Please print)

Name

Occupation

Work Location

Robert R. Young's Annual Report Message

Continued from page three

The steel rail laid on our urban real estate once yielded a handsome return. Now because of these subsidized services it does not recoup its cost of operation, to say nothing of its taxes. We, your trustees, will be remiss in our obligations to you if we do not find ways to make these choice parcels and rights of way productive, if not in transportation then in some other way. The answer may determine whether we are to continue to live in a truly competitive society or whether industry by industry we are to wither into that sorry state of semi-socialism so common in other parts of the world.

Unfair regulation getting attention

Why is it, when the Federal Government and our states and cities are struggling with unbalanced budgets to maintain facilities and services, gratis, for barges, planes, trucks, buses and automobiles, so little attention is given to the direct recovery of these costs in user charges?

These long brewing problems of regulation and subsidy as they unequally affect the railroads and their competitors are at last coming to the attention of the nation's President and its Congress; and well they may, when the ironical contrast is considered that our uncertain allies, recipients of our bountiful relief, to say nothing of our troops, are utterly dependent upon our faithful though anemic rails, consistently leeches. Certainly, some may question the brains if not the sincerity behind our entire defense program so long as this inconsistency continues.

NYC more fortunate than others

The New York Central is more fortunate than most railroads in having valuable real estate other than that used in its operations, mostly concentrated in the Park Avenue area of New York. Some has yet to be fully developed, particularly the long neglected air rights above the Grand Central Terminal itself, a vast area with as high a cubic foot value as any in the world. This presently unproductive site will be fully exploited as quickly as operating and other problems inherent in such a huge undertaking can be worked out.

The three hotels which your company operates have been put under new management and a substantial increase in their net revenues is in early prospect.

These and other plans give such promise of enhancement of values that postponement of any large scale liquidation is clearly indicated. Rather an intensive development by experts will be substituted for what in the past has been left largely to the afterthought of over-stressed and inexperienced railroad men.

To accomplish this, on March 1 an understanding was reached with Webb & Knapp, and its associate Roger Stevens, to administer as our agent under our supervision all negotiations for development, sale and/or lease of properties in the Grand Central tract, payment for services to be left solely to our discretion.

Simpler organization needed

Your more than 50 operating companies and controlled subsidiaries are incorporated

under the complex railroad laws of many States and Canada. Failure to more fully consolidate and integrate these vast properties has contributed to many unnecessary tax burdens and operating and administrative duplications and wastes.

To remedy a particularly costly situation, we have already made an offer to the holders of \$25,000,000 (par value) of Boston & Albany stock, guaranteed by Central, to exchange for a new issue of New York Central 6% Collateral Trust bonds maturing in 1980.

Not only do the holders of Boston and Albany guaranteed stock substantially benefit through this exchange, but the savings to the Central are so great that it is a pity such action was not taken many years ago to remove so obvious a burden of double taxation.

Your President, acting under the fullest authority, has virtually lived on the property for many months, giving his concentrated attention to costs. He has displayed extraordinary all around executive qualities in all departments where they have been sadly needed. In his courage, determination and diligence he has uncovered and rooted out long entrenched inefficiencies, thus more than meeting your Board's highest expectations. Far sooner than we had hoped, his attention can be turned to those innumerable details which go to create fine service.

To him alone is due the credit for what will, we believe, one day be recorded as one of the most expeditious jobs of corporate rehabilitation in history. Him we have to thank for the fact that directors so soon considered it sound and conservative to put your stock upon a \$2 annual basis when on January 11 it declared a dividend of 50¢ payable on March 10. Not since 1931 has your company paid a regular quarterly dividend.

To recognize and encourage such extraordinary service your directors on October 20, 1954, entered into a contract, subject to your approval, to sell Mr. Perlman 32,000 shares of authorized but unissued stock of the company at the then market price which he may purchase at his election over a 10 year period provided he remains in the company's service.

It is planned to make similar arrangements in varying amounts of stock from time to time with many of your key employees, if you approve.

Broader plan covers employees

All of this is part of a still broader plan which your directors authorized, again subject to your approval, under which every employe with as many as two years service will be given the opportunity to purchase your company's stock from time to time through special payroll deductions at the market price when the employe decides to purchase, all as more fully described in the proxy statement which shareholders will soon receive.

The directors have also authorized, again subject to your approval, an incentive bonus plan under which not more than 10% of the company's net income in excess of \$2 per share earnings on your company's outstanding stock may be set aside each year for special awards in recognition of extraordinary service. Certain other provisions for your protection surround these plans as you will see from the proxy state-



PROGRESS on the Central is typified by this electron microscope being used by C. R. Culp in NYC laboratory to help in the analysis of diesel engine fuel oils.

ment. For example, not more than \$50,000 may be awarded to any employe in any one year, nor shall these bonuses be payable unless at least \$2 in dividends per share shall also have been paid in the previous year.

For the perpetuation of these plans, funds received from employes for the purchase of stock, which may be issued in an amount not exceeding 10% of your company's outstanding stock in the first instance, may be used in the open market for the purchase of additional stock, as also may certain sums set aside under the bonus plan.

Incentive plans unique

It is believed that these incentive plans are unique in that they can reach every employe, and are self perpetuating. Your Chairman has observed the beneficent effects of such plans in attracting outstanding personnel, and instilling initiative and pride in workmanship from the days in which they were pioneered by such successful companies as du Pont and General Motors. Your Directors unanimously and strongly urge their adoption in the selfish interest of all shareholders. Our interests parallel yours exactly since the only member of the Board qualified to participate and benefit directly is the President.

Society has never found, nor will it ever find, a substitute for ownership in supplying an incentive to good husbandry.

Just as ownership is the best incentive to good husbandry, so is open competition the key to the achievement of the lowest prices for high quality in all those commodities and services which your company buys in its day to day operations. Nothing is more discouraging to the morale of an organization dedicated to sound operations than to see preferential relationship at the top level between the company and its bankers, suppliers or concessionaires.

In conclusion, we wish to express to you our recognition of the fine way in which our employes generally have cooperated with the President; and for the generous tolerance of our shippers and passengers for our service which leaves much to be desired. To all we pledge our best efforts to make the New York Central the most dynamic unit in a newly expanding railroad industry.

Employes Organize NYC Courtesy Club

'Grass roots' movement spreads from Boston
as employes urge fellow-railroaders
to recognize courtesy as essential to jobs

If you've noticed some of your fellow NYC employes wearing blue and gold oval lapel pins bearing the inscription, "NYC Courtesy Club," you've seen the product of a real grass-roots movement among Central folks on the Boston & Albany.

The pins are being worn by members of an informal organization started by Kenneth W. Newcomb of the Auditor of Expenditures office in Boston.

Some time ago Mr. Newcomb heard a friend tell a story about poor service the friend had received in a business transaction. The firm involved was an old and reliable one. Yet, because of the attitude of a single employe, the firm's good name and its service was being run down in this story and thus in the mind of each one who heard it.

"I knew the same thing could easily happen in the case of the New York Central," Mr. Newcomb says. "This bothered me more when I recalled a number of instances when it actually did."

Thinking about it further, Mr. Newcomb came to the conclusion that it is up to a company's employes themselves to do something about such a situation.

He talked the matter over with a group of his fellow employes in the Accounting department. They agreed with him enthusiastically when he suggested organizing a little action.

The result of their meeting was formation of the NYC Courtesy Club. A committee composed of Mr. Newcomb, Arthur Mullins, Richard Rust, William Kelly, Norman Andersen and John Halvey set the club in motion.

"It is our belief," they declared, "that courtesy is one of the key requirements in securing and retaining the good will of our customers, and we feel that ours is an organization that will stimulate interest to aid in attracting customers back to the railroads."

There is nothing formal about the Courtesy Club. There is no charter; no one pays any dues. There are no meetings.

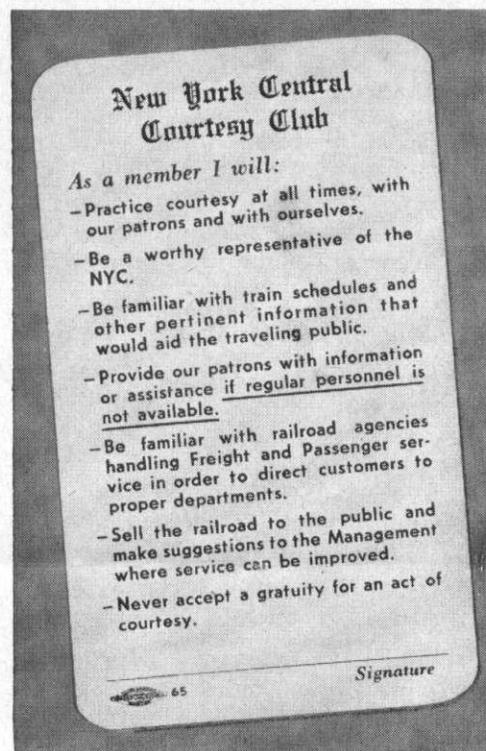
To join, a Central employe simply has to sign a card that will fit in his wallet or pass case. The card bears a list of courteous practices to which the signer pledges himself.

There is no restriction on membership by departments. The club's organizers believe that every New York Central employe, no matter what his job, can help in their campaign, both on and off the job.

"Courtesy," Mr. Newcomb says, "begins at home. We can start by being courteous to each other as we do our work. Then it will be easier to be courteous to others. We organized this club on the notion that courtesy is contagious and will spread quickly."

The club has met with enthusiastic response from all quarters. Employes by the hundreds have been signing up. The organizers of the movement have received praise and cooperation from the Central and from their labor organizations. Among the first to join the club were William M. Pye, General Chairman of the Brotherhood of Railway Clerks on the B&A, and W. W. Treleven, Superintendent of the B&A.

As word of the Courtesy Club began



COURTESY CLUB members sign this card bearing the list of courteous practices to which the members pledge themselves.

to spread around the System, requests for membership and other data started to come from many other divisions. Mr. Newcomb has sent information on how to organize similar groups in other areas and the plan has taken hold in such widely separated areas of the System as Albany, N. Y., Niles, Mich., Terre Haute, Ind., and Dayton, O.

Anyone interested in learning more about the Courtesy Club or in starting one in his own area can obtain additional information by writing to Kenneth W. Newcomb, Room 396, South Station, Boston, Mass.



AFTER SIGNING Courtesy Club pledge card, W. M. Pye (left), General Chairman of Clerks' union on Boston & Albany, receives pin from Kenneth W. Newcomb.

NYC Men Take New Posts in Many Departments

William D. Trader has been appointed to the newly created post of Salary Administrator.

Mr. Trader, who has been Associate Director-Executive Compensation Service of the American Management Association, will be headquartered at New York.

In his new post he will study and recommend policies and procedures for establishing and administering a fair and equitable compensation plan for NYC employes not covered by union agreements, and for supervisory and executive personnel.

In the Maintenance of Way department, Kenneth E. Dunn and John H. Kelly have both been named Assistant

Engineer, Maintenance of Way-System, at New York. Lyle Bristow has been named Assistant Engineer, Maintenance of Way-Line West, at Cleveland.

In the Property Protection and Freight Claim department, Norman S. Tirsway has been appointed Supervisor of Freight Loss & Damage Prevention at Indianapolis.

George E. Stewart has been named Captain of Police, assigned to special duties at New York.

Operating department promotions include Stanley Vert, formerly Yard Clerk, named Trainmaster at Detroit. Frank H. Dugan succeeds C. E. Bell as Trainmaster at Boston. Mr. Bell is

Continued on page six

Alfred E. Perlman's Annual Report Comments

Continued from page three

ceeded is shown by the fact that on December 31, 1954 cash had increased to \$62,429,500.

On a net income basis, the railroad reported a deficit for the first six months of 1954 of \$6,700,000. That was really only half the story of its earnings status; for in the first months of the year, millions had been collected by the Central in dividends from subsidiaries, though normally such dividends have not been paid until the closing months of the year; millions had been spent on maintenance which did not show in the income statement because on the books these expenditures were to be spread out over the remainder of the year; and certain charges and accruals which normally would have been included had not been included.

Expenses controlled

Largely through speedy control of expenses and improved efficiency the unfavorable earnings trend was reversed. Although railway operating revenues in the last six months of the year were actually less than in the first half, not only was the inherited deficit wiped out, but we ended 1954 with net income of \$9,200,000.

I cannot overemphasize the importance of establishing cost controls so that we will have them on a current basis.

We have already made some progress in this direction. When we came in, the latest figures on the number of employes were two months old. Now, once a month we receive accurate estimates of the number of employes on the payroll as of 5 days previously.

To help us to establish cost controls and plan for the future, last Fall for the first time in Central's history, all supervisors were called in to construct an annual operating and improvement budget for the coming year, and we are now in the process of making studies which will lead to a five-year improvement budget.

Your company has had no personnel records worthy of the name. Those it did have lacked the information any company needs if it is to utilize its employes to the best advantage. We are concentrating on the compilation of such records. We have also started wage evaluation studies and we have prepared incentive and bonus plans, the latter explained fully in the proxy statement you will receive. Because the employes of any company are its greatest asset, we are laying plans for an extensive personnel program which will make for better selection and training of our people.

Reorganization, training started

The departmental organization which has been in effect for so long on your railroad threw up barriers which created confusion and divided responsibility to the point where it was non-existent; it precluded both the proper training of our future executives and a desirable decentralization of authority.

To meet this situation we have sent our top management group back to school, to study the principles of corporate organization under the American Management Association. And we have called in consultants at our own staff meetings to advise on the complete reorganization of the old departmental set-up in order to permit that decentralization of authority now practiced by the most progressive indus-

tries, and to place responsibility where it belongs.

Physical communications on your railroad have been sadly lacking. One of our early moves was to lease teletype equipment for yard-to-yard communications. This speeds up our knowledge of where cars are, speeds up their movement, saves us time and money, and permits us to let the shipper know currently where his shipment is located. The equipment has been completely installed in all our major yards. At the same time, equipment is being installed which will permit records from yard offices to flow into the Auditor of Car Accounts' office on punch cards, greatly reducing time and labor and giving us better control over our per diem charges and our services to our customers.

Central's yards and terminals, even its newest ones, are out of date, and there has been wasteful duplication of both yards and shops. Just as your Company's complex corporate structure has never been integrated, neither has its physical plant. We have started the process of consolidation. Many yards have been closed down and the jobs they performed absorbed by others. All are under study. The railroad had too many shop facilities, a heritage based on the old concept of railroad operations by steam power—a concept made obsolete by the modern diesel locomotive. We have closed down many of these shops and are studying the situation further in the search for more economies. With fewer shops we require fewer stores and have been able to reduce our inventory to the lowest level in eight years.

We have undertaken a cooperative study with Carnegie Institute of Technology to determine the best location for our principal classification yards. When this is

resolved we intend to make them the most modern in the country.

Electronic signalling is making it possible for us to reduce our track mileage with substantial savings in maintenance and taxes and we have already started this program. Yet we will be able to handle just as much business on a two-track modern railroad as we now do on four tracks.

The diesel locomotive is a wonderfully productive and economic tool—if properly used. When we came on the property, Central's freight diesels were being used only about half the time. We have increased the availability of our freight diesels 25 per cent, and we have in service only 301 of our old steam locomotives. This means that our investment in motive power is working harder and is doing a better job for us.

The passenger service deficit has plagued your railroad, as well as the rest of the industry, ever since the end of the war and we are studying every phase of our passenger service to improve the revenues and reduce exorbitant costs. At the same time, one of our first moves was to start a cooperative study with five other railroads of new equipment based on modern concepts taking advantage of the most recent technological developments. As a result, several new trains are now being produced that will substantially reduce the weight and cost of passenger carrying equipment per seat with a resultant reduction in both the first cost of these new trains and costs of operation. We are doing this so that the railroads can get back into the mass handling of passengers on an economical basis.

We have made good progress, and we still have much to do. The New York Central has great assets in the area it serves, its water level route, and the loyal and dedicated people who work for it. We will strive in the months and years to come to develop them faithfully.

Appointments to New Posts

Continued from page five

now Trainmaster at Clearfield, Pa.

A number of promotions have been made in the Freight Traffic department throughout the NYC System. The men involved and their new positions are:

George D. Avery, Assistant General Freight Agent and Manager of Industrial Development, Boston; **William H. Naylor**, Assistant General Freight Agent, New York; **George W. Stiglich**, Division Freight Agent, Worcester, Mass.; **Joseph J. Trifero**, Assistant General Freight Agent, Boston; **M. J. Shea**, Grain Agent, New York; **Clifford F. Elmore**, Assistant Foreign Freight Agent, New York; and **John W. Nason**, Office Assistant to Freight Traffic Manager, New York.

W. R. Benish has been appointed Division Engineer of the Pennsylvania Division at Jersey Shore, Pa. **W. G. Cowie** has been named Division Engineer-Special Assignment at New York following discontinuance of his former post of Division Engineer-River Division.

E. C. Cross has been appointed Assistant to General Manager-Labor Rela-

tions at Boston. Mr. Cross was formerly General Chairman of the Brotherhood of Locomotive Firemen and Enginemen on the Boston & Albany Railroad.

Recent appointments in the Claim department include **R. P. O'Connell**, named District Claim Agent at Detroit. **R. P. Herkes** has been appointed District Claim Agent at Mattoon, Ill., and **J. T. Lynch** has been named District Claim Agent at Indianapolis.

In the Signal department at Cleveland, **H. A. Scott** has been appointed Chief Signal Engineer; **L. S. Bottinelli** has been named Assistant Chief Signal Engineer; **J. H. Sawyer** has been made Office Engineer-System; and **M. H. Work** has been named Assistant Engineer.

In the Mechanical department, **E. A. Anesi** has been appointed Electrical Supervisor at New York, and **T. C. Smith** has been placed in charge of NYC's Avis, Pa., Shops.

T. G. Bourne has been appointed Assistant Industrial Engineer at New York.

Gustave George has been appointed Chief Clerk (Night Trick) in the Grand Central Terminal Ticket Office.



ON DISPLAY, exhibits of hobbies of conductors and brakemen of New York Central's Hudson and Harlem Divisions are set up for inspection by visitors in Grand Central Terminal. The train crew men held the show to interest others in developing own hobbies.



PLANNING details of the show, Conductors W. W. Raymond (left) and L. W. Speed meet in GCT Conductors' Room.



HANGING OUT the welcome sign, Conductors C. F. Sheridan (left) and F. J. Whalen get set to receive show visitors.

Train Crew Men Hold Hobby Show

"WHAT do you do in your spare time?" asked one Harlem Division conductor of another.

"My hobby is raising tropical fish," was the reply. As it so often does, one word led to another and from this conversation in the Conductors' Room in Grand Central Terminal grew a plan for a hobby show by conductors and brakemen of the Hudson and Harlem Divisions.

Nearly 500 persons visited the show, which was held late in February in the Terminal office building. Spearheading the organization of the show were Conductors W. W. Raymond, L. W. Speed and F. J. Whalen.

"The purpose of this show," said Mr. Raymond, "was to let people see what some of their fellow employes do in their spare time and to encourage them to become interested in starting hobbies of their own.

"We feel this is particularly important to those who are nearing retirement age and we hope they will be encouraged by our show to develop interests to occupy their time after retirement."

A total of 41 exhibits were entered in the show. Collections of many items were among them—ancient and modern coins, old beer steins, pencils, photos of

oldtime NYC employes, jewelry, sea shells, trout flies, tropical fish, and many others.

To point up the potentialities of stamp collecting, specimens from the famous collections of Franklin D. Roosevelt and ex-King Farouk of Egypt were loaned to the show by the Stamp department of Gimbel's department store.

Other exhibits included oil paintings, wood carving, leather craft, model trains, Christmas mangers, photography and plants.

Amos Black, retired Ohio Division

Conductor, and now a resident of Scarsdale, N.Y., displayed homemade bread, which he bakes and gives to his friends.

A number of railroaders brought collections and other hobby displays from points outside the New York area as far away as Chatham, N.Y.

The affair was considered by its organizers to be an outstanding example of the success that crowns cooperative effort. Seventy Central men took part in setting up the displays and in spending their off-duty hours answering questions of visitors to the show.

Agents Gather In First of New Meetings

Erie, Pa., was recently the site of the first of a new series of meetings between NYC regional management officials and local agents of the railroad.

Agents from all stations on the Erie Division gathered in their divisional headquarters city for the first gathering in a program designed to foster a closer relationship between the Central's management officials and the company's local representatives.

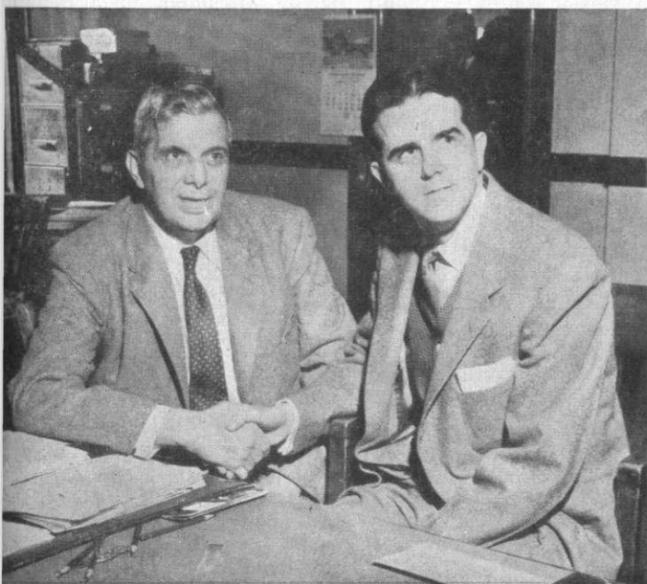
Through these meetings, which are planned for each division of the NYC System, local agents will become better acquainted directly with each other and with the officials who direct their work. The meetings are built around brief talks by each official present, describing what his department is doing to help make NYC service the best available. These short talks are followed by an open discussion of mutual problems. From these talks and discussions, the agents learn how each departmental activity is related to their own work and how they can improve their work by making use of the facilities of all of the Central's various departments.



Ashtabula Star Beacon photo

Visiting

... New York Central's diesel servicing facilities at Ashtabula, O., volunteer firemen from nearby communities were interested in fire prevention methods on locomotives. R. W. Sanderson (left), NYC Fire Protection Engineer, shows location of engine's fire extinguisher to local firemen Roy Curley (center) and Kenneth Werstler.



Worcester Evening Gazette photo

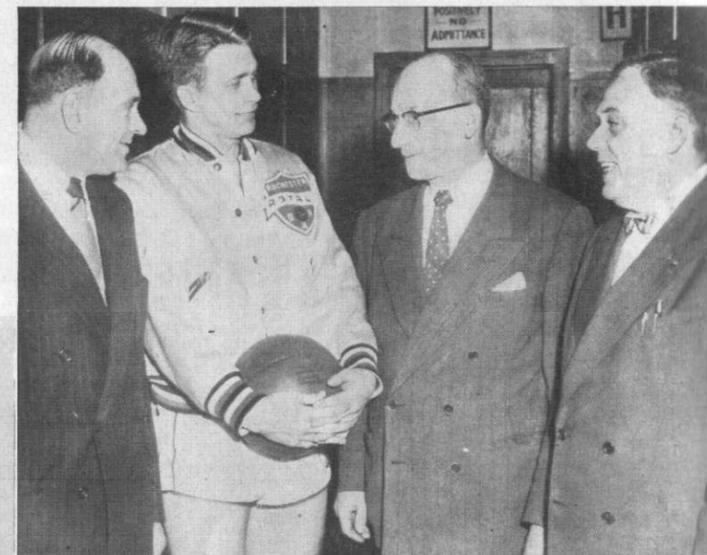
Like father, like son

... is the case in the Griffiths family of Worcester, Mass. When George E. Griffiths (left) retired as Chief Clerk in NYC's freight office there after a 44-year career, he turned over his duties to his son, Raymond, who promised: "I'll do my very best to try to fill Dad's shoes."



Gathering for their annual dinner

... members of the New York Central Athletic Association of Columbus, O., filled the ballroom of Columbus' Southern Hotel. Harry Tarleton (center at head table, holding his grandson), Chief Clerk in Superintendent's office, was elected president. Founded in 1920, it is one of the oldest associations on the NYC System. D. E. Mumford (left at head table), NYC's Manager of Safety, addressed the dinner meeting as a representative of President Eisenhower's Community Safety Program Committee.



Thanks

... for aid in ticket sales campaign is expressed to NYC's Rochester, N.Y., Ticket Agent, Thomas J. O'Grady (right), by (from left), Les Harrison, owner of Rochester Royals basketball team; Bob Davies, team captain; Abe Lipsky, vision examiner. Railroad Community Committee sponsored "Railroad Night" at recent home game of Royals, who often travel via NYC.

Grand Rapids Herald photo

Going Up

... former New York Central crossing tower at Grand Rapids, Mich., is moved from its old location to take up new duties as observation tower for civil defense ground observer corps. NYC donated tower to Kent County civil defense effort.



Lucky visitors

... to New York City recently were Mr. and Mrs. William Juve. Mr. Juve is a New York Central Ticket Salesman at Buffalo. While visiting in New York they were guests on the "Feather Your Nest" television program. In a quiz conducted by program master of ceremonies Bud Collyer (left) and hostess Janice Carter (right) they acquired kitchen appliances as prizes.



HEADLIGHT Highlights

AS SOON AS the Name-the-Trains Contest judges picked "Early Bird" for the Central's fast freight fleet the new name was put to work. Detroit Division Superintendent W. H. Shearer (left) and Michigan Central District General Manager E. C. Johnson see train off from Detroit. John Prezios waves to them from locomotive cab.



Contest Completed with Prize Awards

Winner of top prize is member of railroading family with long NYC association.

He lived up to 'Early Bird' name by getting his entry in first



HAPPY FAMILY greeted contest winner Harold Porter when he returned to Lakewood, O., home after trip to receive prize from NYC President Alfred E. Perlman. From left: Sharon, eight; Mary, six; Mrs. Porter; Jimmy, one; Patty, two; Harold III, four. Mr. Porter's family and NYC have been associated for many years. His father and mother, grandfather and several other relatives were or are NYC employees.

A happily surprised young man made a hurried trip from Cleveland to New York last month to accept first prize in New York Central's Name-the-Trains Contest.

He is Harold J. Porter, Jr., a Central Telegrapher in Cleveland. Mr. Porter's entry—"Early Bird"—was selected by the contest judges as the name of NYC's fast freight fleet.

In his New York office, NYC President Alfred E. Perlman wished Mr. Porter well as he presented him with a \$500 check and thanked him for naming the freight fleet.

Later Mr. Porter said, "I'm not really sure this is happening. I've never won a contest of any kind before and it's going to take a little time for the shock to wear off."

Father of five children, 28-year old Mr. Porter comes from a family steeped in New York Central tradition.

His grandfather, L. V. Porter, was Vice President & Comptroller of the Central from 1941 to 1944. His father, Harold J. Porter, Sr., was Chief Timekeeper in the Accounting department at Cleveland. His mother, sister, aunt and three uncles have been or are Central employees.

Although the interest of the men in the family seemed to center in railroad accounting work, from boyhood Mr. Porter was

Runners-Up . . .

In addition to the first prize of \$500 in the Name-the-Trains Contest, the judges selected the five next-best names. Here are the contestants who submitted them and were awarded \$100 each for their entries.



RUSSELL GUESS
Engineer
Gibson, Ind.



DOLORES VOLPINI
Stenographer
Cleveland



MRS. J. K. WESTCOTT
Wife of Telegrapher
Dover Plains, N.Y.



C. J. McNEAL
Brakeman
Hobson, O.



JOHN J. JANIS
Baggage Clerk
New York

more fascinated by the actual running of trains and decided that the Operating department would be his choice.

As soon as he heard of the contest, Mr. Porter decided "Early Bird" would best convey the spirit of the Central's fast freight service, which gets shipments to eastern markets a day earlier than before.

Some of his fellow employes told him he wouldn't have a chance with only one entry and urged him to send in other names.

"I liked 'Early Bird,'" says Mr. Porter. "As far as I was concerned, it was the best name for the freight trains. I figured it would take only one to win, so I sent in my single entry."

Excitement broke into the Porter household in Lakewood, O., when a telegram from Mr. Perlman arrived to announce that Mr. Porter had won the contest.

The word among the Porter children, ranging from eight to one, was: "Daddy has done something real good and has gone to get a prize for it." Mrs. Porter, stunned by the good news, wept tears of joy as her husband left to claim his prize.

G. W. Maxwell, General Superintendent at Cleveland, got Mr. Porter off on his trip to New York with a pat on the back and a word of appreciation for bringing the honor of winning the contest to Cleveland.

In New York, after meeting Mr. Perlman, Mr. Porter visited NYC's general offices, meeting contest judges and other company officials.

Meeting Augustus Hart, Assistant Vice President — Transportation, Mr.

Porter recalled that Mr. Hart was Superintendent of the Cleveland Division when he started working for NYC ten years ago. The first train orders the young telegrapher sent over the wire were signed, "A.H."

Ready to return to Cleveland, Mr. Porter said, "I don't know what the future may hold in store, but I doubt if anything else will stand out in my memory stronger than this wonderful day."

'In case of duplication . . .'

While many other contestants submitted "Early Bird" as their choice for the freight fleet's name, Mr. Porter lived up to the name best. He was the earliest bird of all, for his entry reached contest headquarters a full day ahead of the next one with the same name. Each entry was automatically stamped with date and time of arrival as it was received. As is customary in cases of duplication, the earliest one received was declared winner.

Each contestant who submitted a duplicate of the winning name was congratulated in a telegram from Mr. Perlman for having selected the name considered best by the contest judges. These contestants will also be given certificates identifying them as charter members of the Society of Early Birds of the New York Central System.

Central's Hudson River Ferry Boats Offered as Gifts to New York City

In a letter from its President, Alfred E. Perlman, New York Central offered on March 25 to give its entire ferry boat service between Weehawken, N. J., and 42nd and Cortlandt Streets, New York, to the City of New York.

The offer was made in a letter from Mr. Perlman to Peter Campbell Brown, the city's Corporation Counsel, who announced recently that the city would intervene before the Interstate Commerce Commission to keep the Central from discontinuing the Weehawken ferry service.

NYC asked the ICC for permission to discontinue the ferry service, which results in a loss of \$1,185,000 a year for the Central, at the same time that the New Jersey Public Utilities Commission and the New York Public Service Commission were asked for permission to discontinue all passenger service on the West Shore Railroad.

Mr. Perlman's offer to New York City included the entire fleet of ferries, the rental of the passenger ferry house in

Weehawken on lease of \$1 a year, all statistical data on the money-losing operation and any and all equipment used in maintaining the vessels. The Central now rents the ferry slips on the New York City side from the city at a cost of \$95,100 a year.

Traffic volume on the ferries has now dwindled to the point where it is used only by approximately 4,000 persons. Most of the New Jersey-New York traffic has turned to buses and private autos, using bridges and tunnels.

Mr. Brown's announcement of the city's intervention in the case stated that the action was based on the fact that many New Yorkers work on the New Jersey side of the river and would be greatly inconvenienced by the closing of the ferry service.

In his letter, Mr. Perlman asked for an early answer as to "whether or not the City of New York is prepared to accept this free offer in the interest of its citizens."

NYC Man Publishes Railroad Song

"I'm a Choo Choo (On the New York Central Way)" is the title of a new song recently published by Edward J. Zinzer, Machinist at New York Central's Englewood engine terminal in Chicago.

It is Mr. Zinzer's third song, but the first one with a railroad theme. His other two are "Can't You Hear Them Calling" and "Dream Days."

The front page of the sheet music of Mr. Zinzer's latest effort features a reproduction of a drawing used a number of years ago on a Central employe training booklet entitled "Company Manners." Copies of the sheet music may be obtained by writing to the composer at 5328 Princeton Avenue, Chicago 9, Ill.

New Timetables

New passenger timetables for New York Central trains will be issued April 24, when Daylight Saving Time becomes effective in most of the territory served by NYC.

Centralines

A number of NYC officials served as instructors and seminar leaders in the ninth annual Rail Transportation Institute, held in Washington, D. C., by the American University. **Harold H. McLean**, NYC General Counsel, discussed railroad legal problems; **F. H. Baird**, Assistant Vice President-Passenger Traffic, passenger traffic problems; D. E. Mumford, Manager of Safety, safety in rail transportation; and **R. E. Black**, Superintendent of Personnel of the Pittsburgh & Lake Erie Railroad, personnel problems. The Institute offers railroaders in all fields of rail transportation a broad knowledge of the nation's railroad and general transportation systems, their current problems, and gives students working in the narrow field of individual departments an over-all view of the industry. Attending as students from NYC: **Robert W. Lang**, Trainmaster, Elyria, O., and **A. F. Giuliani**, Train Dispatcher, Chicago. . . **William B. Salter**, General Superintendent, Syracuse, recently addressed meeting of Rome, N.Y., Kiwanis Club. He described rail industry efforts to obtain equal treatment with other forms of transportation and told his audience about NYC's Early Bird freight service.

Otto H. Grimm, General Eastern Freight Agent for the Central at New York, has been named to the board of directors of the Traffic Club of New York. . . **H. A. Shepler**, Supervisor of Passenger Transportation at Chicago, was honored by 60 of his fellow employees at a testimonial dinner when he was transferred to Cleveland. He received a desk pen set as a memento of his Chicago friends. Dinner was arranged by **Leo E. Walsh**, Trainmaster, **J. C. Malone**, Division Freight Agent, and **F. S. Trudeau**, Assistant General Passenger Agent. Superintendent **Curtis D. Buford** was speaker. . . Transportation Club of Peoria, Ill., elected **R. A. Barnett**, NYC Division Freight Agent there, president of club for 1955-56 term. **R. H. Sass**, General Agent, was named to club's board of trustees. . . **Charles B. Williams**, Traveling Freight Agent for the Peoria & Eastern Railway, has been elected president of the Division Off-line Traffic Representatives division of the Traffic Club of Minneapolis.

Railroad Community Committee of Greater Boston recently had as guests at a dinner more than 250 members of Armed Forces Communications & Electronics Association. Chief speaker was Edwin K. Bloss, Mechanical Superintendent, Boston & Maine Railroad. **Arthur S. Mullins**, of NYC's Auditor of Expenses office in Boston, a member of the Association, originated idea of joint meeting between it and the railroad community group. . . Reunion of 730th Railway Operating Battalion will be held in Toledo, O., Aug. 26-28. Many NYC men are veterans of this outfit. Details of reunion can be obtained from **John R. Shank**, 525 Walsh Street, Toledo, O. . . Reservists who are not in Army railroad units can transfer easily to Transportation Corps outfits where they can make use of their railroad experience in military duties. For example, **Samuel A. Frezza**, Train Operations department, New York, made easy transfer to 721st Railway Operating Battalion (a Central-affiliated unit) after seven years in the New York National Guard. Lt. Frezza now puts railroad know-how to work for Army and has advantage of serving with fellow NYC employees.

When **Lt. Col. Gustave George** (Grand Central Terminal Ticket Office) left First Army Headquarters as Assistant Inspector General, he received a citation praising his work. "His performance has been uniformly marked," the citation reads, "by thorough and exhausting analysis, sound judgment in arriving at conclusions, and clear perception in arranging and presenting his findings for command review. As a result, he has made a distinct contribution toward morale and discipline."

RAIL PHOTO QUIZ

Answers on page 16



1. Many travelers enjoy the comfort and pleasant atmosphere in these NYC combination tavern-lounge-observation cars. How many does the Central have in service?

(a.) 10; (b.) 8; (c.) 6; (d.) 4



2. In what year was the sealed beam headlight, which has become almost universally used on autos, introduced on NYC locomotives?

(a.) 1945; (b.) 1948; (c.) 1952; (d.) 1954



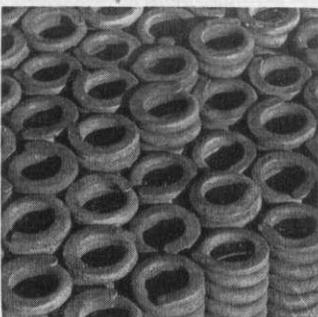
3. The Central uses four makes of diesels in road service. Each make can be identified by its distinctive design, like this one made by

(a.) Fairbanks-Morse
(b.) American Locomotive
(c.) Electro-Motive
(d.) Baldwin-Lima-Hamilton



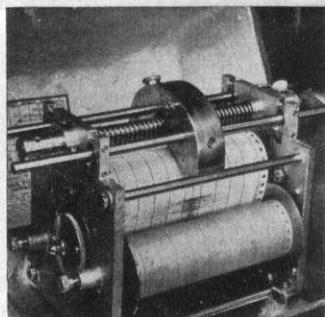
4. This man supplied the impetus for and had incorporated by special act of the legislature the original link in the NYC System: Mohawk & Hudson Railroad. Who was he?

(a.) George Featherstonhaugh
(b.) John B. Jervis
(c.) Commodore Vanderbilt
(d.) John Wilkinson



5. What are these objects, familiar to many railroaders?

(a.) donuts
(b.) tires
(c.) empty oil drums
(d.) springs



6. Tied closely to the April "Perfect Shipping" campaign is this

(a.) locomotive valve pilot
(b.) impact register
(c.) engine speed recorder
(d.) freight yard teletype-writer

NEW PASSENGER TRAIN

... of revolutionary design has been ordered by the Central. The new train will have a low center of gravity and weigh and cost about a third as much as present so-called lightweight equipment.

Announcement of the order was made by NYC Board Chairman Robert R. Young, who has pioneered in the development of modern passenger trains. The train is scheduled for delivery in the second quarter of 1956.

Coaches for the train will be manufactured by the Pullman-Standard Car Manufacturing Co. of Chicago. The locomotive will be built by Baldwin-Lima-Hamilton Corp. of Philadelphia, Pa. The locomotive will be a 1,000-horsepower diesel unit, delivering its power through a four-speed torque converter transmission.

Mr. Young also announced that NYC has advised General Motors Corp. that the railroad will take the first of its new lightweight trains, including motive power, when and if this train becomes available. General Motors expects to test such a train late this year. (See drawing on this page of NYC's new train.)

• • •
HOW TO USE TELEPHONE

... is subject of survey being made for NYC by New York Telephone Co. in Grand Central Terminal. All NYC employees who use telephone in their daily work are included in survey, which is aimed at finding out how on-the-phone courtesy can be improved and delays cut. Survey will be followed by training program in correct way to use the phone.

• • •
AN INVENTORY

... is being made of all NYC "management personnel." Forms are now being filled out by all executives, officers, supervisors, foremen and chief clerks not coming within the scope of labor union agreements, and professional employes, such as lawyers and engineers. The completed forms will constitute a full inventory of the Central's management team which will be available to those responsible for making and approving personnel decisions.

The Central's management is keenly interested in each of its employes and in their future. The information compiled in the inventory will provide a ready source of data that will help in the selection of well-qualified men for new jobs in the future.

At present the inventory is being confined to those employes listed above. While no plans have as yet been made to do so, it is possible that at a later date a similar inventory may be made of other NYC employes.

• • •
NET INCOME

... of the Central for February, 1955, amounted to \$2,208,876, compared with an income deficit of \$1,135,782 for February, 1954. Operating revenues for the latest month totaled \$55,766,988, against \$57,154,473 in February a year ago. However, revenue from the Central's freight operations increased in February of this year to \$42,156,448, from \$41,421,038 in the 1954 month.

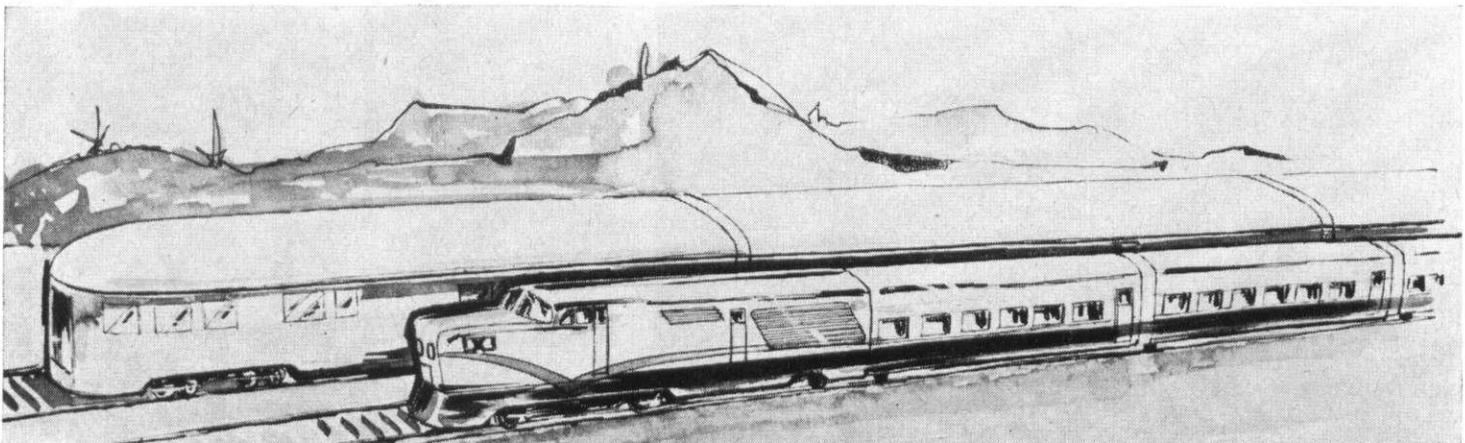
For the first two months of this year, the Central has net income of \$5,291,810 on total operating revenues of \$114,332,505. In the similar period a year ago, before the new management assumed control, NYC had an income deficit of \$3,898,478 on revenues of \$115,132,762.

• • •
CARLOADINGS

... on the Central from Jan. 1 through March 21, 1955, totaled 877,837—an increase of 56,495 (6.9 per cent) over the same period of 1954. This was a long stride toward the Freight Traffic department's goal of 4,290,000 carloads for the current year.

• • •
GREATER CLEVELAND CHAPTER

... of American National Red Cross, through the director of its Blood Donor Section, Richard A. Cook, has expressed its appreciation to the Central for granting permission to use the train lobby of Cleveland Union Terminal for bloodmobile operations. Two such operations netted the Red Cross the highest number of blood donations obtained in Cleveland—315 pints.



DRAWING OF NEW LIGHTWEIGHT PASSENGER TRAIN ORDERED BY NYC, SHOWING COMPARISON WITH PRESENT PASSENGER CARS

Monthly Roll Shows Recent NYC Retirements

Following is a list of New York Central employes who have retired from active service recently. The figures to the right of each name indicate the years and months of service spent with the Central.

Adams, H. T., Storekeeper, Gibson, Ind.	19	1	burgh	42	0	Gates, G. W., Resident Engineer, New York	38	0
Albrecht, A. C., Steam Crane Engineer, Utica, N. Y.	47	11	Branch, C. D., Laborer, Columbus, O.	28	0	Gavigan, F., Conductor, Cleveland	35	9
Allessi, S. J., Section Laborer, Dunkirk, N. Y.	26	8	Bransome, E. R., Tender Repairer, Sharonville, O.	40	8	Genthner, C., Clerk, Saugerties, N. Y.	37	3
Anable, G. L., Locomotive Engineer, Albany Division	50	0	Brauze, B. B., Car Inspector, Cleveland	35	0	Gilbert, A., Crossing Watchman, Kankakee, Ill.	25	1
Anderson, H. W., Locomotive Fireman, New York	32	4	Bridge, E. E., Chief Train Dispatcher, St. Thomas, Ont.	45	0	Girard, G. L., Chief Clerk, Indianapolis	48	0
Applegate, L. E., Locomotive Engineer, Ohio Division	42	6	Brown, M. C., Boilermaker Helper, Englewood, Ill.	26	6	Giancy, M. A., Check Clerk, Pittsburgh	34	0
Baird, C. N., Locomotive Engineer, Indianapolis Division	46	0	Bubel, J. J., Diesel Electric Inspector, Niles, Mich.	32	0	Goff, G. G., Conductor, West Division	46	11
Baird, O., Patrolman, Indianapolis	25	0	Buckles, R. C., Clerk, Springfield, O.	43	0	Grady, S. G., Clerk-Stenographer, Cleveland	41	2
Baxter, R. P., Marine Engineer, New York	33	8	Bush, G. E., Carman, Avis, Pa.	39	3	Gregory, L. C., Relief Assistant Terminal Foreman, Watertown, N. Y.	42	0
Benson, J. A., Machinist, Sharonville, O.	36	0	Cain, J. G., Painter Helper, West Albany, N. Y.	35	0	Griffin, A., Locomotive Engineer, Detroit	35	0
Bettegar, P., Car Inspector, Newell, Pa.	32	0	Campo, T. J., Trucker, Cleveland	30	0	Gross, J. F., Machinist, Elkhart, Ind.	37	11
Blazek, F., Droptableman, Mott Haven, N. Y.	26	0	Caputo, D., Car Cleaner, Syracuse, N. Y.	12	0	Grotte, W. F., Machinist Helper, Gibson, Ind.	27	9
Blatnick, J., Locomotive Engineer, West Division	42	1	Castellucci, P., Trucker, Rochester, N. Y.	42	0	Grzeskowiak, F., Freight Carman, East Buffalo, N. Y.	35	0
Bolich, E. B., Freight Carpenter, McKees Rocks, Pa.	28	7	Castigliane, A., Laborer, Rochester, N. Y.	35	7	Hampson, R. C., Agent, Corning, O.	48	0
Bonds, C., Sweeper, Weehawken, N. J.	26	0	Chandler, H. W., Car Inspector, Hillsboro, Ill.	38	0	Hare, I. V., Store Helper, Ash-tabula, O.	46	0
Borders, H., Car Inspector and Repairer, East Chicago, Ind.	27	8	Chapman, E. W., Locomotive Engineer, Cleveland	47	0	Hartstock, J., Tankman, Cleveland	32	5
Bort, J., Track Laborer, Pitts-			Church, H. C., Tender Truck Repairer, Beech Grove, Ind.	41	1	Hauck, G. W., Signal Inspector, Springfield, Mass.	44	0
			Clark, J. J., Red Cap, Rochester, N. Y.	28	0	Heinlen, B. L., Patrol Foreman, Delaware, O.	49	0
			Cominski, P., Car Inspector, Boston	38	0	Herczak, M., Car Repairer, McKees Rocks, Pa.	29	0
			Compisi, D., Car Cleaner, Harmon, N. Y.	11	1	Higgins, R. S., Conductor, Indiana Division	49	0
			Curran, C. M., Conductor, Albany Division	47	0	Hillgas, I. A., Crossing Watchman, Springfield, O.	38	0
			Dales, C. O., Office Assistant, Boston	46	0	Hinderlong, C. R., Section Laborer, Delaware, O.	33	1
			Davis, H. W., Conductor, Ohio Division	37	1	Hoepfner, W. W., Switchman, Chicago	31	9
			Deater, H. C., Telegrapher, Pitts-			Holman, E. A., Gang Foreman, Toledo, O.	40	1
						Holsey, A., Section Laborer, Indiana Division	29	5
						Horton, R. S., Baggage-man, Auburn, N. Y.	37	0
						Houck, S. S., Cook, Elyria, O.	17	0
						Hout, G. H., Assistant Supervisor Bridges and Buildings, Poughkeepsie, N. Y.	42	5
						Howard, W. L., Section Laborer, Delaware, O.	12	9
						Hrynko, J., Shop Laborer, McKees Rocks, Pa.	29	0
						Hudak, M. P., Freight Car Repairer, McKees Rocks, Pa.	29	5
						Hunsberger, W. W., Crossing Watchman, South Bend, Ind.	10	5
						Ireno, A., Section Laborer, East Syracuse, N. Y.	12	0
						Isaac, R. G., Clerk, Utica, N. Y.	36	0
						Jackowiak, V. J., Elevator Operator, Albany, N. Y.	36	0
						Jackson, T., Car Inspector, Pittsburgh	30	11
						James, F. L., Trainman, Springfield, Mass.	45	0
						Jeffries, A. O., Clerk, Tecumseh, Mich.	38	0
						Jelinek, O. J., Machinist, Linn-dale, O.	37	1
						Jessup, J. J., Locomotive Engineer, Western Division	47	0
						Johnoff, G., Car Repairer, Toledo, O.	32	0
						Johnson, O., Car Repairer, Ash-tabula, O.	44	0
						Jones, J., Cut Watchman, West Park, N. Y.	37	0
						Jones, W. B., Freight Trucker & Caller, Charleston, W. Va.	11	0
						Jorn, Mrs. M. E., Cashier, Stur-gis, Mich.	40	0
						Kantzer, G. G., Assistant Chief Clerk, Indianapolis	41	0
						Kawecki, A., Section Laborer, Bat-avia, N. Y.	12	0
						Keegan, C. P., Conductor, Pitts-burgh, Mass.	25	1
						Keilen, J. J., Telegrapher, Pitts-burgh	10	1
						Kentner, J. R., Machinist, Elk-hart, Ind.	37	9
						Keppel, L., Car Repairer, McKees Rocks, Pa.	45	4
						Kesler, L. A., Freight Trucker, Watertown, N. Y.	35	0
						Kettlehut, A. J., Locomotive Engineer, Niles, Mich.	44	0
						Khantizian, M., Porter, New York	24	0
						Kilbane, P. J., Car Inspector, Cleveland	29	0
						Kimpel, H., Clerk, Detroit	48	10
						Kindred, F. D., Locomotive Engineer, Illinois Division	34	0
						King, F., Conductor, Cincinnati	34	0
						Kincaide, E. E., Sheet Metal Worker, Elkhart, Ind.	32	0
						Kodser, E. L., Sheet Metal Worker, Linn-dale, O.	37	0
						Knight, E. M., Mrs., Matron, Weehawken, N. J.	11	11



"HATS OFF! to NYC for many pleasant years of service," smiles Engineer C. O. Mitchell from cab window after his last run.



RETIRED from NYC service are H. A. Meyers (left), Conductor, and J. H. Furl (second from right), Engineman, both of Beech Creek, Pa. Others are (left to right): R. W. Randall and R. E. Hipple, Brakemen; J. E. Krupa, Fireman.



YARD FIREMAN William J. Carey of Buffalo, N. Y. recently retired from the Central after more than 50 years of rail service.

CORRECTION

In the March issue of the Headlight the names of C. L. Clapp, District Storekeeper, Beech Grove, Ind., and L. P. Day, Assistant General Solicitor, Chicago, were included in the list of NYC employes recently retired. This was the result of an inadvertent clerical error. Both of these men are still in active service in the positions named.



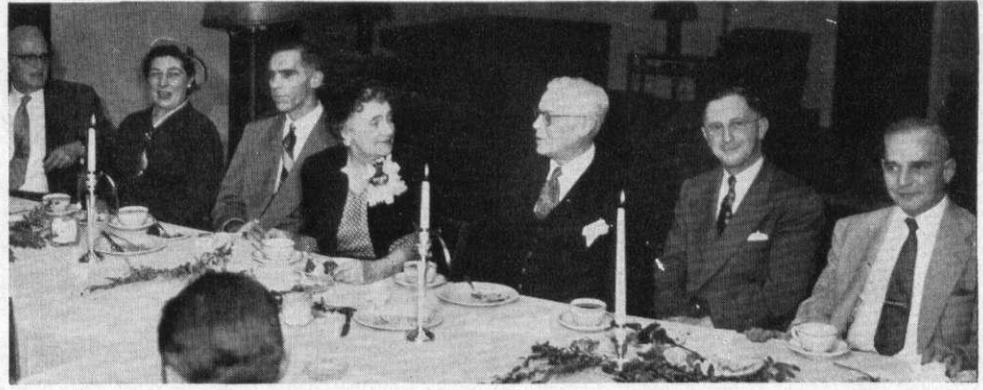
CONGRATULATED by friends on his retirement is Richard K. Ort (left), Trainmaster, Jersey Shore, Pa. With him are William Downs (center), retired Master Mechanic and toastmaster at a dinner for Mr. Ort, and A. C. Nelson, Superintendent.



W. C. SHAEKEL, District Engineer of Structures, Indianapolis, planned trip to Europe following his retirement.



ACCEPTING their Certificates of Service are two veteran railroaders: George E. McGovern (left), Conductor, and Edward M. Canaan (center), Brakeman, both of Utica, N. Y. Trainmaster H. F. Carey makes the presentation.



MANY FRIENDS joined in wishing Mrs. Rose Gordon (center), Night Manager of the Pullman Reservation Bureau, New York, a long and happy retirement. Friends from the Passenger Traffic Dept. are shown (left to right): G. B. Phillips, Ticket Agent, GCT; Mrs. Joan Beckham, Asst. to Asst. Vice President; W. H. White, Gen. Passenger Agent—Suburban; E. E. Pierce, Gen. Passenger Agent; A. J. McSweeney, Night Asst. Agent; R. Fredricks, Agent.

Koenski, A. J., Machinist Helper, West Detroit, Mich.	29 0	Marshall, A. B., Electrician, St. Thomas, Ont.	24 0	Perry, R. E., Signalman, Mattoon, Ill.	32 0	hart, Ind.	40 0
Kohn, N., Coach Cleaner Leader, Toledo, O.	30 0	Mat, W. J., Machinist Helper, Elkhart, Ind.	32 0	Peterson, J. M., Cook, Rochester, N. Y.	42 0	Stuckey, E. O., Clerk, New York	32 0
Kosec, V., Car Repairer, Nottingham, O.	37 10	McCabe, W. J., Brakeman, New York	44 0	Pheian, W. E., Conductor, Toledo	43 0	Sundeen, J. E., Switchtender, Gibson, Ind.	34 0
Kostovick, G., Section Laborer, Erie Division	14 0	McCarthy, J. F., Conductor, Chicago	34 0	Phillips, C. D., Captain of Police, Mattoon, Ill.	35 0	Talja, C. E., Section Laborer, Ashtabula, O.	30 0
Krantz, J. C., Gang Foreman, Ashtabula, O.	34 0	McCarty, F. B., Telegrapher, Millersburg, Ind.	36 0	Pinte, J., Car Cleaner, Cleveland	28 0	Templin, H. H., Foreman, Beech Grove, Ind.	52 0
Kulka, A., Oiler, McKees Rocks, Pa.	39 4	McCullough, D., Car Inspector, High Bridge, N. Y.	38 1	Poling, H. L., Agent Telegrapher, Pleasantville, O.	42 1	Terry, W. B., Grain Agent, New York	41 1
Kulow, J. G., Conductor, Toledo Division	36 1	McDonnell, K. M., Clerk, Detroit	49 0	Posternock, J., Trucksmith, Jackson, Mich.	42 0	Theofanis, A., Section Laborer, River Rouge, Mich.	34 0
Laird, H. R., Record Clerk, Alliquippa, Pa.	48 0	McElroy, H., Freight Trucker, Albany, N. Y.	31 0	Rapp, C. H., Signal Maintainer, Mohawk Division	34 0	Vandenburg, E. O., Conductor, Toledo, O.	36 0
Laicha, M., Tallyman, Cleveland	37 0	McGannon, J. E., Locomotive Engineer, Syracuse Division	38 0	Reed, R. J., Freight Handler, Pittsburgh	31 0	Vernello, J., Freight Car Repairer, East Youngstown, O.	35 0
Landers, M. B., Foreman, Troy, N. Y.	43 0	McGowan, F. J., Doorman, New York	38 0	Rein, R., Head Clerk, Collinwood, O.	43 0	Vigil, T. O., Section Laborer, Chicago	14 0
Lane, J., Section Laborer, Sharonville, O.	11 0	McKeown, E., Statistical Supervisor, Detroit	32 5	Risley, W. H., Foreman, Petersburg, Ind.	47 0	Virus, J., Burner & Welder, East Chicago, Ind.	31 1
Langenstein, A. J., Machinist, East Syracuse, N. Y.	36 0	McPherson, R., File Clerk, Chicago	42 0	Robinson, W. H., Electrician, Collinwood, O.	25 0	Vrooman, F. M., Conductor, Ohio Central Division	46 0
Lee, B. W., Crew Dispatcher, East Buffalo, N. Y.	37 0	Meacle, H. C., Secretary, New York	38 1	Romanow, M., Freight Trucker, Utica, N. Y.	35 0	Warner, H. W., Conductor, Weehawken, N. J.	39 0
Lizi, V., Section Laborer, Corning, N. Y.	45 0	Morgan, E. O., Machinist, Beech Grove, Ind.	34 1	Ruggiero, V., Baggage & Mail Trucker, Utica, N. Y.	32 0	Webber, B. A., Stenographic Clerk, Cleveland	33 0
Lombardi, P., Section Laborer, Tarrytown, N. Y.	24 0	Murray, J., Secretary, New York	37 0	Rupprecht, J. J., Ferryboat Pilot, Weehawken, N. J.	42 0	Weiss, J. B., Locomotive Engineer, Michigan Division	48 0
Lounsbury, W. L., Locomotive Engineer, Boston Division	42 4	Naatz, J. W., Conductor, Mohawk Division	51 0	Rusky, J. F., Switchman, Chicago	34 0	West, E. T., Chief, Buffalo	40 0
Lovell, C. H., Electrician, West Detroit, Mich.	28 6	Natale, O., Watchman, New York	29 1	Sarver, S. A., Conductor, Peoria & Eastern Division	44 0	Westfall, W. E., Car Inspector, Niles, Mich.	33 0
Luciw, J. M., Boilermaker Helper, Jackson, Mich.	11 6	Newby, C. H., Locomotive Engineer, Indiana Division	37 0	Schell, E. G., Locomotive Engineer, Syracuse Division	45 0	Whitehouse, M., Locomotive Engineer, Illinois Division	36 0
Mackie, F. P., General Yardmaster, Youngstown, O.	39 0	Nowak, F. G., Locomotive Engineer, Buffalo Division	50 0	Schmid, H. M., Accountant, New York	50 0	Widmer, J. A., Relief Terminal Foreman & Assistant Terminal Foreman, Gardenville, N. Y.	49 0
Macphee, J. M., Locomotive Engineer, Erie Division	50 0	Nunn, H. R., Track Material Foreman, West Springfield, Mass.	45 0	Schwartz, W. A., Locomotive Engineer, Ohio Central Division	42 0	Williams, J. H., Machinist Helper, Kingston, N. Y.	39 1
Majrzak, G. J., Brakeman, East Buffalo, N. Y.	32 0	Nunn, R., Laborer, Air Line Junction, O.	10 5	Schwindling, H. W., Gang Foreman, Elvria, O.	45 0	Wilson, A. H., Fire Builder, Springfield, Ohio	29 0
Manojlovic, M., Machinist, McKees Rocks, Pa.	41 10	Obanion, J. W., Trucker, Indianapolis	22 6	Sherk, R. M., Conductor, Welland, Ont.	43 1	Wortman, E. H., Conductor, Ohio Central Division	32 0
Manwarren, W. L., Checker, Syracuse, N. Y.	36 0	Obertreis, F. R., Stenographer, Detroit	34 0	Sherman, C. A., Assistant Chief Clerk, Detroit	47 1	Wright, W. H., Locomotive Engineer, Indiana Division	38 0
Mareno, J., Laborer, Rensselaer, N. Y.	27 0	Obusek, J., Car Inspector, McKees Rocks, Pa.	42 3	Shlagor, A. P., Brakeman, Detroit	10 0	Yaggle, F. M., Locomotive Engineer, Albany Division	44 0
Marsh, J., Blacksmith, East Chicago, Ind.	31 0	Orr, C. M., Accounting Engineer, Detroit	13 1	Sleasman, G. J., Welder, West Albany, N. Y.	42 0	Young, W. F., Conductor, Syracuse Division	43 0
		Panagakos, E. G., Carman Helper, Mott Haven, N. Y.	12 0	Sloan, A. N., Electrician, Detroit	28 0	Zahn, N. C., Clerk, Linndale, O.	32 0
		Perko, F., Laborer, Collinwood	35 3	Smith, H. M., Conductor, Toledo Division	44 0	Zimmerman, A. E., Store Helper, Bellefontaine, O.	34 0



NEW CHAIR, gift of friends, feels swell to Fred McNamee, Trainmaster, Kankakee, Ill. as F. K. Mitchell, Assistant Superintendent and Mrs. McNamee watch.



GALION, O., NYC man, Frank Yeiter, Carman, recently retired after many years with Central.



A WATCH is presented at luncheon to J. P. Glaser (left), Assistant General Auditor, Pittsburgh, in recognition of his long service by P. F. Kraber, General Auditor.



RETIREMENT DINNER was held in honor of John A. Ryan (left), Freight Agent at Dayton, O., when he retired from the Central recently. With him is Howard W. Burns, Trainmaster, Ohio Division.



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No 'Split Personality' In American Economy

Suppose you were in a roomful of people who were asked to split up into groups of producers, consumers or investors. Into which group would you go?

You could become a case for a psychologist, with a three-way personality split, if you seriously tried to decide. Because we are all producers of goods or services; we are all consumers; and all of us who have money in a savings account, pension fund or insurance policy are investors.

In the American economic system, the producer, the consumer, and the investor are not three separate individuals, with conflicting interests. The roles are interdependent. High production, through new machines and equipment and methods, made possible by investment, means a high level of consumption—a high standard of living.

So beware of special-group spellbinders who seek to divide. The three parts of our economic selves need each other in order to attain prosperity.

The Bookshelf

If you'd like to read a moving, heart-warming account of the tiny coal-burning locomotives that peanut-whistled their way through the mile-deep canyons and the above-the-timber-line passes of the Colorado Rockies during the 1880's, 1890's and 1900's, then "Little Engines and Big Men," by Gilbert A. Lathrop, is the book for you.

No dry, technical summary of early-day railroading, this book presents the warm-blooded story of the men and women who built and later worked on the colorful narrow-gauge railroads of Colorado—one of American railroading's most romantic episodes.

The book tells also of the daily lives, adventures and tragedies of the big men who ran the little engines and manned

the trains—of the blizzards, snow slides, cloudbursts and floods that sometimes got in their way.

The author lived his early years in a boxcar in Crested Butte, Colo., where his father was engineer on a narrow-gauge switch engine. Two generations of his family preceded him as railroaders and he followed the family career for 15 years as fireman, brakeman and conductor on the Denver & Rio Grande Western, when that was a narrow-gauge line.

Mr. Lathrop quit railroading to turn to writing, and his articles and stories have been widely read in many national magazines. His first love—road-ing — held too strong a call, however, and he finally returned to it. He is now an engine foreman on the Western Pacific and continues his writing in his spare time.

In "Little Engines and Big Men" he gives his readers a penetrating look into the rich heritage of romance, excitement and glamour left us by the fabulous narrow-gauge lines.

Little Engines and Big Men

By Gilbert A. Lathrop

The Caxton Printers, Ltd., Caldwell, Idaho—\$5.00

25 Years Ago

From the *New York Central Lines Magazine* of April, 1930:

• The momentous task of laying 36 pipes, making up a unit 620 feet long, under the Harlem River at Spuyten Duyvil, N.Y., was completed. After much preliminary work the pipes were lowered into place with precision in four hours under the watchful eyes of many "riverside engineers." The pipes carried power and communication wires to the West Side as a part of the Central's West Side Improvement program.

• Arthur E. Marsh, Signal Foreman on the Syracuse Division at Batavia, N. Y., was awarded the Medal of Valor for saving the life of a man, apparently bent on suicide, from walking into the path of an on-coming train.

• Color-light signals were installed in the area between Brookline Junction and Natick, Mass. on the B&A. The beam of the signals can be seen for a mile through fog in the daytime, and are much more easily seen at night than the older type signals.

• More than 250 couples, some coming from Cleveland, Erie and other points, attended a dance party given by the NYC Athletic Association of Ashtabula, O.

• Fifteen new locomotives, ten Berkshires for freight and five Hudsons for passenger service, were purchased for Boston and Albany service.

• New York Central and the Poultry department of Ohio State University opened a cooperative program to bring more and better information to poultry farmers throughout Ohio. A special

demonstration train with exhibits and two lecture cars stopped at many points in the state where a total of 13,000 farmers visited the train to benefit by the pictures, charts and discussions and to talk with experts in the field of raising and transporting poultry and poultry products.

Weight Marathon Led By Cleveland Station

With February pick-ups totaling 14,050 pounds, Cleveland's Orange Avenue Freight Station topped 25 other NYC stations in the weight marathon for the second straight month.



Pick-ups for the month at all stations amounted to 99,036 pounds, swelling the year's performance to date to 182,922 pounds. It is the highest weight pick-up in any single month since April of last year, and spurs freight station employes hopes for reaching a million pounds by the end of 1955.

Although Cleveland took top station honors, highest individual weight pick-up was turned in by **W. E. Lewis** of Mount Carmel, Ill., whose total for February was 7,151.

Sixteen employes gave outstanding performances in the fight against improperly billed shipping weights, picking up 2,000 pounds or more for the month. They are:

Nicholas Oliver, Cleveland, 6,650; **Mark Johnson**, Cincinnati, 4,320; **Nicholas Grande**, Watertown, N. Y., 4,125; **James Malker**, Cleveland, 4,100; **J. E. Smith**, Welland, Ont., 4,000; **C. S. Van Alstine**, Herkimer, N. Y., 3,990; **Jasper Stevens**, Cleveland, 3,300; **Don G. Phillips**, New Castle, Ind., 3,178.

The following NYC men turned in 1,000 or more in February: **Vincent Gianotti**, Utica, N. Y., 1,791; **Andrew Moskal**, Utica, 1,547; **Cleve H. Kerber**, Rome, N. Y., 1,500; **Angelo Lovecchio**, Utica, 1,380; **Carl Thompson**, Marion, Ind., 1,200; **Alfred Entwistle**, Utica, 1,187; and **Frank Neger**, Utica, 1,150.

America's railroads paid higher payroll taxes in 1953 than other industrial employers. Retirement and unemployment insurance taxes paid by the railroads took 2.7 per cent of their total operating revenues, while comparable taxes paid by all manufacturing industries as employers averaged only about 0.7 per cent of their revenues.

Answers

... to Rail Photo Quiz on page 12:
1. (c.); 2. (b.); 3. (b.); 4. (a.); 5. (d.); 6. (b.).